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Extract of minutes of 2nd meeting of Career Council, 30 Sep 54:

4. With regard to the proposal to raise the T/O of the Junior Officer Training Program from 90 to 150 it was agreed that the JOT program was fulfilling a highly essential need in the Agency and would be supported in all possible ways. It was agreed, however, that to raise the T/O by such a large increment at this time was not desirable. As recruitment progresses and as slots become obligated the T/O should be gradually increased to provide room for expansion of the program. It was agreed that the Office of Training, the Office of Personnel and the Office of the Deputy Director (Administration) would prepare a staff study that would put these principles into effect.

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Item 4, the proposal that the slot authorization for the JOT program be increased fr 90 to 150. The background: A briefing staff study from the Director of Training to the Deputy Director of Central Intelligence argues that the JOT program provides replacements for personnel up through the GS-13 level who could then be released for training, as well as providing a source of trained professional personnel; that the effect of the JOT program has been to reduce the present authorization from 90 to 60, which is inadequate to meet the need. Prior approvals: No prior approvals are indicated. The paper was referred to the Assistant Director for Personnel by the Deputy Director for Central Intelligence prior to action by the DDCI. AD/P position: Recommend that the AD/P support the D/Tr's recommendation subject to concurrence of DD/A as to the availability of slots to be added and to the availability of funds. Subsequent OP action if Council approves: Aside from normal processing of the T/O increase, there is no apparent immediate action required in OP. Since OTR's recommendation is contingent upon assignment of JOT's to positions vacated by employees to go into training, presumably OP will be involved in reassessments of these individuals.

Have you any comment to make, Red?

MR. WHITE: Yes, I have, I have some reservations about the wisdom of this. I'd like to ask one question first: How many people are on duty in the JOT program now?

MR. BAIRD: I don't know, Red.

MR. WHITE: I think that is very pertinent to this whole problem, for these reasons--

MR. KIRKPATRICK: Do you know this, Matt, how close are you to all JOT slots being occupied?

MR. BAIRD: We have more in process than we have slots.

MR. KIRKPATRICK: You mean picking people up?

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MR. KIRKPATRICK: Outside or inside the Agency?

MR. BAIRD: Outside. They haven't been past security. It will be 60 or 90 days.

MR. KIRKPATRICK: In other words, you have reasonable expectation that all your JOT slots will be occupied before too long.

MR. BAIRD: That is right. There will be an overage which will force us to permanently assign some who have been on the program for two years.

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MR. [REDACTED] The University Consultant Program is just beginning to bear fruit.

MR. BAIRD: The biggest factor is that we can tap the ROTC people, which we have never been able to do before, and that will give us a big, new field.

MR. KIRKPATRICK: Army and Air have agreed to that?

MR. BAIRD: Yes.

MR. HELMS: I would like to see the JOT ceiling raised by some device or other.

MR. BAIRD: The only thing I would like to call attention to - you see, I report to the Director, and that means the Deputy Director, and I send him up these things because he is my Boss, and this was not for this purpose at all. The purpose of the paper to him was - it was one of 4 separate papers which was to attempt, by 4 different gimmicks, to enable the DD/P to get his people into training and still do his job. I don't know whether this should have been discussed in this context.

MR. WHITE: Is that a proper use of the JOT program?

MR. KIRKPATRICK: I agree with increasing the JOT program but I'll be damned if I would like to see it agreed to on the basis of this paper, which seems to give Helms a bigger T/O.

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[REDACTED] Matt, I want to share this 150.

MR. WHITE: I think that is a dangerous use of the JOT program.

Then, Matt, while I'm at it, I would like to ask another question and make some comments which may not be applicable at all in view of what you have said, but it was my recollection when we started this thing we set a goal of 50 colleges and universities where we would have representatives to try to get these people. The last time I had a report on it we had 35 colleges and universities at the moment, and there was a serious question in my mind about never coming close to filling our quota - and this has been going on for 3 years. Now if

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we have it over-committed at the moment, that is something I was not aware of. But 3 years after starting it we have 35 colleges and universities, as compared to our original goal of 50. And it would seem to me, from what I understand, that the present goal of 75 is somewhat theoretical if it's taken 3 years to get up to 35. There is another problem, too, which may, again, be changed by what you say about the ROTC program, but the capacity of the Personnel Office to recruit these people is less today than it has ever been since we started this program. In 1952 you had  professional recruiters in the field and today you have

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MR. KIRKPATRICK: You don't need them on this system.

MR. WHITE: You don't need the same total number of recruiters but, on the one hand, it doesn't seem to me from what I heard before you made the statement about the 60, that we need the expansion to 150 slots. On the other hand, I question our ability to fill them if we did. It seemed to me, before you said they were committed - 150 or any other figure--

MR. BAIRD: We automatically knocked off 30 of the 90. We weren't over-committed on the 90. We are now over-committed on the 60.

MR. WHITE: You know how many fall by the wayside. That is the same thing as  being over-committed - a lot of people may fall by the wayside. There are two basic questions in my mind. I'm for the JOT program. There is a question in my mind whether there is a necessity for expanding the JOT slots to 150, in which case we have an Agency ceiling problem, because there is no fat anywhere to get them from. And then the other side of the coin is whether, if you did have them, you could fill them. And the third one is that I don't approve of using the JOT program to solve Dick's problem.

MR. KIRKPATRICK: Red, I hate to see ceilings way over what we actually got. Why can't we face this problem something along this line: I don't like this paper because I think it backs into the issue, with all due regard to you, Colonel Baird, but when we get the number on duty as of then let's face this problem, and then ease the T/O problem up as we need it. Everybody agrees, I think, the JOT is a success. And this is a grand break to get the ROTC men, because J. Lawton Collins told me that would be over his dead body. Of course, he isn't Chief of Staff anymore. But I don't like to see 150 on top of the 160--

MR.  Its not 150 more.

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MR. KIRKPATRICK: If the 90 are coming in in the next 3 months, I



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would think you have a legitimate paper here, but if the 90 come in in the next year and a half, I would be very much surprised.

MR. BAIRD: Kirk, you know you can't approve against a non-vacancy.

MR. REYNOLDS: Well, we do.

MR. KIRKPATRICK: That is the whole point. We always have.

MR. AMORY: We couldn't live if we didn't.

MR. KIRKPATRICK: All right. It seems to me all you need is one piece of paper which says you could continue to recruit up to a certain program which you and the Personnel Director could work out between you, and the DD/A should be advised at a date when that begins to fill up that there should be an augmentation. I don't think it's sound, when we have seen now in the years I've been with this Agency that we were always a couple of years behind our T/O's in recruiting, even when we first established them. Let's be practical from now on in. Furthermore, I think [redacted] has a point, if this is an argument for the DD/P area it is an equal argument for Commo.

MR. BAIRD: The paper should not have been given to this group in the form in which written.

MR. HELMS: Let's keep our eye on the basic issue. I realize that a lot of the remarks being made here are facetious, but I would like to say that DD/P is still a part of CIA, and that helping them is not an invidious job.

[redacted]: I'd like to see what you get out of this [indicating Mr. Helms].

MR. HELMS: That was only an aside. I agree with Kirk that this business of making big leaps in the ceilings, etc., tends to be a little unrealistic. But I have also become persuaded that the JOT is one of the best recruiting programs that we have. If we get these fellows young we can exact requirements out of them which we couldn't out of a lot of older people. Security, family, and a lot of other things come in. We probably won't be able to retain but only a percentage of them, but it is the way we should recruit in a young Agency, in my opinion. What I would like to see is every effort made to see to it that whatever Matt has to work with, he has a little bit of a cushion in there so that we're not passing over any good bets. People resign every day for one reason or another, and the recruiting office is way behind these resignations. I mean, a year later you may finally fill the slot a man vacated last week. And I firmly believe our problems with foreigners and criticisms of the Agency that a guy has foreign relations, it will only be solved by bringing

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young fellows into this Agency to learn languages, etc., so that some day we will have a corps of these people, without having to be born in Russia or Azerbaijan, or some such place. I have not only been strong for this from the beginning, but I would like to see it pushed - but I would not like to see a ceiling put on it.

MR. KIRKPATRICK: I would go further than that. I think the JOT program is in essence, our future recruiting program. I see, in 2 or 3 years from now, no one will be coming in except on this program. Of course, we will have a few professionals coming in.

MR. AMORY: Or you take a guy laterally from the State Department, or something like that.

MR. KIRKPATRICK: So this will be the whole basis. So I still think my proposal that rather than jumping the T/O by an arbitrary figure now, it be agreed the Director of Training and the AD/Personnel be told this is the way to get people in, get them in as fast as you can absorb them into the system, and make your T/O as realistic as possible.

MR. BAIRD: It's up to Red, though.

MR. WHITE: I'm perfectly willing to endorse such a paper.

MR. REYNOLDS: I don't think we have to have the thing on paper, with this ruling of the Council.

MR. WHITE: Yes, we do - definitely do.

MR. BAIRD: But a lot of Indians administer these things, and they have to have something down in black and white which gives them the authority to do something. If Red and you [indicating Mr. Reynolds] and I understand the situation, and can pass it down to people who process the papers, it's alright.

MR. WHITE: I have my responsibilities to the Director for ceiling, money, etc., and I would want a piece of paper so that we had an understanding.

MR. KIRKPATRICK: It would make for less misunderstanding in the future.

MR. AMORY: We have agreement in principle. Now let Harry, Red and Matt ~~drop~~ move to the next page 2 which is 101826R001000130003-8